STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

BUREAU OF MENTAL HEALTH SERVICES

Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

105 PLEASANT STREET, CONCORD, NH 03301
603-271-5000   1-800-852-3345 Ext. 5000
Fax: 603-271-5058   TDD Access: 1-800-735-2964
www.dhhs.nh.gov

September 17, 2018

Geraldine Couture, CEO
Seacoast Mental Health Center
1145 Sagamore Avenue
Portsmouth, NH 03801

Dear Ms. Couture,

Enclosed is the Supported Employment Fidelity Report that was completed on behalf of the Division for Behavioral Health of the Department of Health and Human Services for Seacoast Mental Health Center. This review took place from September 4th, 2018 through September 5th, 2018. The Fidelity Review is one component of compliance with the Community Mental Health Settlement Agreement to evaluate the quality of services and supports provided by New Hampshire's Community Mental Health Center system. It is also the goal that these reviews are supportive in nature and enable your Community Mental Health Center to identify areas of strength and areas in need of improvement. Through this, the outcomes and supportive services for all consumers will be improved.

SMHC is invited to review the report and respond within 30 calendar days from date of this letter addressing the fidelity items listed below. These items have been chosen for your attention as your center scored a 3 or below on them. We ask that you develop a QIP for each item and then upon completion we will work together to prioritize at least 3 to focus on throughout the next 12 months. In order to align QIPs across DHHS, please find the attached QIP response template. This template is our effort to integrate QSR and Fidelity SE Reviews into QIPs that communicate and support each other, further decreasing the administrative burden for your center. Please address these in a QIP to my attention, via e-mail, by the close of business on October 17, 2018.

- Staffing
    - None to address
- Organization
    - Integration of Rehab with MH treatment through frequent contact
    - Agency Focus on Competitive Employment
- Services
    - Job Development-Frequent Employer Contact
    - Job Development-Quality of Employer Contact

Thank you to all of the SMHC staff for the assistance and time they dedicated to this review. Please contact me with any questions or concerns you may have.

Sincerely,

Lauren Quann, MS
Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
603-271-8376

LAQ/laq

Enclosures: SMHC SE Fidelity Review SFY 2019
CC: Karl Boisvert, Diana Lacey, Susan Drown, Julianne Carbin

The Department of Health and Human Services' Mission is to join communities and families
in providing opportunities for citizens to achieve health and independence.

The Department of Health and Human Services' Mission is to join communities and families
in providing opportunities for citizens to achieve health and independence.

Supported Employment Fidelity Review

Seacoast Mental Health Center

On Site Review Dates: September 4th & 5th, 2018

Final Report Date: September 17th, 2018

David Lynde, LICSW
Dartmouth-Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

Christine Powers, LICSW
Dartmouth-Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

ACRONYMS

ACT - Assertive Community Treatment

BMHS - NH Bureau of Mental Health Services

CMHC - Community Mental Health Center

CSP - Community Support Program

DHHS - Department of Health and Human Services

DHMC - Dartmouth Hitchcock Medical Center

EBP - Evidence-Based Practice

ES - Employment Specialist

MH - Mental Health

MH Tx Team - Mental Health Treatment Team

NH - New Hampshire

NHH - New Hampshire Hospital

PSA - Peer Support Agency

QA - Quality Assurance

QIP - Quality Improvement Program

SAS - Substance Abuse Specialist

SE - Supported Employment

SMI - Severe Mental Illness

SPMI - Severe and Persistent Mental Illness

TL - Team Leader

Tx - Treatment

VR - Vocational Rehabilitation

AGENCY DESCRIPTION

Christine Powers, LICSW and David Lynde, LICSW from Dartmouth-Hitchcock Medical Center conducted an SE Fidelity Review with Seacoast Mental Health Center on September 4th and 5th, 2018. The Seacoast Mental Health Center SE team is based out of Portsmouth, NH.

METHODOLOGY

The reviewers are grateful for the professional courtesies and work invested by the Seacoast Mental Health Center staff in developing and providing these activities as part of SE fidelity review process.

The sources of information used for this review included:
- Reviewing SE client records
- Reviewing documents regarding SE services
- Reviewing data from the SE team
- Observation of SE Supervision Meeting
- Observation of Integrated Mental Health Treatment Team Meeting
- Observations of job development with employer in the community
- Interviews with the following: Members of the Executive Leadership Team, SE Supervisor, Employment Specialists, Medication Prescriber, other CMHC staff, and a regional Vocational Rehabilitation counselor
- Meeting with SE clients

REVIEW FINDINGS AND RECOMMENDATIONS

The following table includes: Fidelity items, numeric ratings, rating rationale, and recommendations. Ratings range from 1 to 5 with 5 being highest level of implementation.

#	Item	Rating	Rating Rationale	Recommendations
			STAFFING	
1	Caseload Size	5	There are currently 49 active SE clients. The SE supervisor is working with 10 of these clients (none of these clients count toward this item), and the other 2 Employment Specialists are serving the remaining 39 clients. The ratio of clients to Employment Specialists is 20:1.	
2	Employment Services Staff	5	Employment Specialists provide SE services at least 96% of the time.	
3	Vocational Generalists	5	Employment Specialists carry out a full range of SE activities with clients including: ☑ Program intake ☑ Engagement ☑ Assessment / completing vocational profiles ☑ Job development / placement ☑ Job coaching ☑ Follow along supports for employed clients.	

#	Item	Rating	Rating Rationale	Recommendations
			ORGANIZATION	
1	Integration of Rehab w/MH Tx through team assignment	5	Employment Specialists are attached to one or two mental health treatment teams, from which at least 90% of their caseloads are compromised. One Employment Specialist is assigned to the Portsmouth Team. The other Employment Specialist has clients on both the Exeter team and Portsmouth team, though is working toward transitioning to serve only the Exeter team. The SE Supervisor works with clients on the Exeter and Portsmouth teams.	
2	Integration of Rehab w/MH Tx through frequent contact	3	☐ Employment Specialists attend weekly mental health treatment team meetings. ☑ Employment Specialists participate actively in team meetings with shared decision-making. ☑ Employment services is integrated into client's mental health treatment record. ☑ Employment Specialists' offices are in close proximity to their treatment team members. ☐ Employment Specialists help the team think about employment for people who haven't yet been referred to SE services. There was some variability what teams Employment Specialists attend weekly on a consistent basis. Reports indicated an Employment Specialist attends the Portsmouth team weekly; however, reports indicated that an Employment Specialist is not present at the Portsmouth team on a consistent weekly basis. Given the variable attendance at the Portsmouth team, it is difficult for Employment Specialists to think about employment for people who've not yet been referred to SE services.	The SE Team Leader should explore ways for each Employment Specialist to attend each treatment team they are assigned clients to on a weekly basis. Increasing contact with an integrated team provides a more cohesive team approach, keeping current on client goals and clinical information, learning about potential job leads, and assisting the team with identifying clients that may benefit from the SE program. One of the key functions of the Employment Specialist is to play an active role in Mental Health Treatment Team meetings by being an active advocate for treatment team members to refer clients directly to SE services. The SE Team Leader should provide supervision and training to Employment Specialists regarding identifying and advocating for clients that might benefit from SE services.

#	Item	Rating	Rating Rationale	Recommendations
3	Collaboration between Employment Specialist & Voc Rehab Counselor	5	☑ Employment Specialists and Vocational Rehabilitation counselors have client-related contacts (phone, e-mail, in-person) at least monthly to discuss shared clients. ☑ The SE Team and VR counselors have scheduled face-to-face meetings at least monthly to discuss referrals. The SE Team meets with the local VR Counselor on the last Tuesday of each month at 3:15pm.	
4	Vocational Unit	5	☑ The SE team has at least 2 full time Employment Specialists and a team leader that form an employment unit. ☑ The SE team has weekly client-based group supervision based on the Supported Employment model in which strategies are identified. ☑ Job leads are shared. ☑ The SE team provides coverage for each other's caseloads when needed.	
5	Role of Employment Supervisor	4	The SE supervisor carries out the following supervision functions: ☑ The SE Supervisor is responsible for supervising 2.0 FTE Employment Specialists. ☑ The SE Supervisor conducts weekly SE team meetings. ☑ The SE Supervisor works to assure integration with different treatment teams. ☑ The SE Supervisor takes an active role in training, and providing field mentoring for new SE staff. ☐ The SE Supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate.	The SE Team would benefit from more SE supervisory time for field mentoring to assure effective and well-integrated employment services. Increased field mentoring would assist Employment Specialists in learning new skills, as well as provide opportunity for the SE Team Leader to provide feedback to Employment Specialists on current abilities and their job development strategies and skills, even for those Employment Specialists who are experienced. This is especially important for new and developing Employment Specialists.

#	Item	Rating	Rating Rationale	Recommendations
				The SE Team Leader should establish a way to review the employment rate for clients within the SE program regularly and establish goals for increasing this employment rate.
6	Zero Exclusion Criterion	4	☑ All clients interested in working have access to Supported Employment services. ☑ Mental Health practitioners encourage clients to consider employment, and referrals for Supported Employment are solicited by many sources. ☑ Employment Specialists offer help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. The SE program currently has a waiting list.	Given the number of eligible clients served at the agency, the limited number of clients in SE, and the SE waiting list, it is likely there are clients who would benefit from SE services that are not receiving the services. The agency might consider adding another full time Employment Specialist position in order for all clients to have access to SE services.
7	Agency Focus on Competitive Employment	2	The agency promotes competitive work through multiple strategies, including: ☑ Agency intake includes questions about interest in employment. ☑ Agency includes questions about interest in employment on all annual assessments. ☐ Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and Supported Employment services, in lobby and other waiting areas. ☐ Agency supports ways for clients to share work stories w/other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year. ☐ Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.	The SE Team Leader may want to consider adding written postings / posters to the lobby and waiting room areas for clients to see who are not yet in the SE program. The agency should consider developing multiple and regularly structured formal ways for clients who are not yet employed to hear employment success stories from SE clients. Some examples include: Having an SE client employee of the month recognition or having a panel of employed clients speaking to clients who are not working. Though the agency does collect information on the competitive employment rate for all clients across the agency, this rate is not shared. The agency should explore ways to share the competitive employment rate, as sharing the employment rate educates agency staff about work as a recovery goal, program performance, and program goals.

#	Item	Rating	Rating Rationale	Recommendations
8	Executive Team Support for SE	4	☑ Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE. ☑ Agency QA process includes an explicit review of SE. ☑ At least one member of the executive team actively participates at SE leadership team meetings. ☐ The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator. ☑ SE program leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers.	Multiple staff members indicated they hear about the value of SE services primarily from the SE Team Leader within the sites at the agency. The CEO might want to consider speaking directly about the value of employment at all-staff meetings and other opportunities on a regular and consistent basis.
			SERVICES	
1	Work Incentive planning	5	☑ All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay. ☑ Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income. ☑ Clients are provided information and assistance about reporting earnings to different benefit programs. ☑ Clients are given information on where to access information about benefit planning.	

#	Item	Rating	Rating Rationale	Recommendations
2	Disclosure	4	☑ Employment Specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services. ☑ Employment Specialists offer to discuss with clients the possible costs and benefits of disclosure at the work site in advance of clients disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer. ☐ Employment Specialists discuss specific information to be disclosed (e.g., disclose receiving mental health treatment, or presence of a psychiatric disability, or difficulty with anxiety, or unemployed for a period of time, etc.) and offer examples of what might be said to employers. ☑ Employment Specialists discuss disclosure on more than one occasion (e.g., if clients have not found employment after two months or if clients report difficulties on the job).	Providing clients with choice and information regarding the use of "disclosure" regarding job development and follow along supports is a critical client-centered component of SE services. It would be helpful for the SE Team Leader to assure Employment Specialists offer clients choices about disclosure multiple times throughout the employment process and document this. For clients who are uncertain about "disclosure," it would be important for Employment Specialists to help the client identify pros and cons for using it or not, as well as what might specifically be discussed with employers. It is also important for Employment Specialists to document each time the client is presented with information about disclosure and the client's choices regarding that each time.
3	Ongoing, Work-based Vocational Assessment	4	☑ Developing vocational profiles occurs over 2-3 sessions & information includes preferences, skills, experiences, current adjustment, strengths, personal contacts, etc. ☑ The profile is used to identify job types & environments. ☐ The vocational profile is updated on a regular basis. ☑ Employment Specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes. According to records reviewed, 75% of clients have a complete vocational profile, and 50% of these profiles were updated.	The agency should establish a consistent process for Vocational Profiles to be regularly completed for all clients in SE services, and for those Vocational Profiles to be readily accessible in client records. Vocational Profiles should also be regularly updated. Updated vocational profiles incorporate new information learned about the person's strengths, talents, and potential contributions to employers and conditions for the person success in a work environment from both the person's perspective, as well as the Employment Specialist's perspective. This creates a continuous learning cycle for the person regarding employment.

#	Item	Rating	Rating Rationale	Recommendations
4	Rapid Job Search for Competitive Employment	4	According to the data reviewed, the first face-face contact with an employer by the client or an Employment Specialist about a competitive job is on average 52 days after program entry. ☑ The SE program tracks employer contacts.	The SE Team Leader should require all SE staff to input information about a client's first contact with a potential employer or school in order implement a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data: - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.
5	Individualized Job Search	4	According to information collected, Employment Specialists appear to make employer contacts based on job choices which reflect client's preferences, strengths, symptoms, and lessons learned from previous jobs about 78% of the time.	The SE Team Leader should provide guidance to about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. Clients in SE are much more likely to be motivated about employment when they have specific individual goals. The SE Team might benefit from using a standard form for indicating each individual client's employment goals that are specific, clear and has the date for each change. This might be done using an "individual employment plan." Goals should always indicate what the client's specific employment goals and preferences are and should be updated frequently and consistently. This form provides person-centered direction for SE services.

#	Item	Rating	Rating Rationale	Recommendations
6	Job Development - Frequent Employer Contact	1	According to the job development logs reviewed, Employment Specialists make, on average, 0.5 face-face employer contacts on average that are client specific per week. ☑ Employment Specialists use a system for tracking employer contacts.	Employment Specialists should make 6 in-person employment contacts each week. Those contacts should be regularly documented in a job development log accessible to all SE staff members. Frequent job development allows for Employment Specialists to be knowledgeable about fluctuating requirements of different jobs and the range and needs of employers in their community. The SE Team Leader might want to track each Employment Specialist's job development contacts and provide supervision to Employment Specialists who are not making at least 6 face-face employer contacts per week, on average.
7	Job Development - Quality of Employer Contact	1	☑ Employment Specialists meets employer when helping clients turn in job applications, ☑ Employment Specialists contact employers to ask about job openings and then shares these "leads" with clients. ☑ Employment Specialists follow up on advertised job openings by introducing self, describing program, and asking employer to interview client. ☐ Employment Specialists meet with employers in-person whether or not there is a job opening, advocates for clients by describing strengths and asks employers to interview clients. ☐ Employment Specialists build relationships with employers through multiple visits in-person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, and describe client strengths that are a good match for the employer.	In order to develop employer relationships and engage in quality job development, Employment Specialists should be making employer contacts on a regular basis (Please see Recommendation in Item above – Job Dev- Frequency). All Employment Specialists should document in-person job development employer contacts that capture the content and quality of these interactions and relationships. The SE Team Leader should require use of an employer contact log for all Employment Specialists to regularly to track, share, and improve employer contacts in the community, and assure it only includes client-specific, in-person employer contacts. Job development logs provide readily accessible and current information about activities with all employer contacts and includes next steps for each employer. This log should be readily accessible to the whole SE Team. In addition, the SE Team Leader should provide ongoing supervision and field mentoring regarding quality employer contacts and job development.

#	Item	Rating	Rating Rationale	Recommendations
			Many of the employer contacts noted in the job development log were not in-person, instead via email or phone. There was a total of 6 in-person for all Employment Specialists combined for 1 month.	
			It is difficult to develop employer relationships and engage in quality job development, when employer contacts are not made a consistent regular basis by each Employment Specialist.	
8	Diversity of Job Types	4	According to the data reviewed, Employment Specialists assist clients to obtain different types 88% of the time.	The SE Team Leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. When Employment Specialists make employer contacts aimed at making a good job match based on client's preferences and needs, SE clients are likely to have a wider variety of job types.
				Additionally, the SE Team should develop working relationships with identified community employers that match with each client's specific employment goals via job development.
9	Diversity of Employers	4	According to the data reviewed, Employment Specialists assist clients to obtain jobs with different employers 78% of the time.	The SE Team Leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. When Employment Specialists make employer contacts aimed at making a good job match based on client preferences and needs, SE clients are likely to have a wider variety of employers.

| #	Item	Rating	Rating Rationale	Recommendations
				Additionally, the SE Team should develop working relationships with identified community employers that match with each client's specific employment goals via job development.
10	Competitive Jobs	4	According to the data reviewed, Employment Specialists provide options for permanent competitive jobs about 91% of the time. The SE program works with a local training program for people over the age of 55, titled, "SCSEP." Three out of the 35 employed SE clients are placed in this program, which is not considered a competitive employment opportunity that anyone can apply for.	The SE Team Leader might want to review the meaning of 'competitive' jobs and the focus on competitive jobs with the Employment Specialists regularly. The use of the "SCSEP" program presents a challenge for the SE program to provide access to competitive employment. Several clients in the SE program are in the "SCSEP" program, which is a training program that is only accessible to persons over the age of 55. This is not in the spirit of competitive employment, as this is not a job that anyone can apply for. It is recommend that the SE team consider phasing out utilization of the "SCSEP" program.
11	Individualized Follow-along Supports	5	☑ Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. ☑ Employment Specialists provide employer support at clients' requests. ☑ Employment Specialists help clients move onto more preferable jobs and also helps with school or certified training programs. ☑ The site provided examples of different types of support including enhanced supports by treatment team members.	

#	Item	Rating	Rating Rationale	Recommendations
12	Time-unlimited Follow-along supports	4	According to records reviewed: • Employment Specialists have face-to-face contact within 1 week before starting a job with approximately 50% of working clients. • Employment Specialists did not have face-to-face contact within 3 days after starting a job for working clients. • Employment Specialists have face-to-face contact at least monthly for a year or more, on average, after working steadily with about 50% of working clients. ☐ Clients are transitioned to step down job supports from mental health worker following steady employment.	The SE Team Leader should emphasize the need for the Employment Specialist to develop written follow along support plans, as well as come up with strategies for the critical time period right around job starts. There appears to be some clients who have been working successfully with limited supports that could be transitioned to step down jobs supports. The SE Team might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team to provide opportunity for other clients not yet in SE to begin SE services.
13	Community Based Services	5	Employment Specialists spend 65% or more of their total scheduled work hours in the community.	
14	Assertive Engagement & Outreach by Integrated Team	4	Evidence that all 6 strategies for outreach and engagement are used: ☑ Service termination not based on missed appointments or fixed time limits ☑ Systematic documentation of outreach attempts ☑ Engagement and outreach attempts made by integrated team members ☑ Multiple home/community visits ☑ Coordinated visits by Employment Specialist with integrated team member ☐ Connect with family when applicable	When an SE client begins missing appointments or has difficulty engaging, it's imperative the Employment Specialist try and find out the reason(s) so the team can help the person solve any problems that might be getting in the way. Many of the outreach attempts noted were made via phone. The SE Team Leader might want to consider providing support to the Employment Specialists on how to outreach in other creative ways. The SE Team Leader might want to train SE staff around identifying and maintaining client supports, such as family. A client's support system can be an integral tool in engagement, outreach, and supporting clients' employment goals.

#	Item	Rating	Rating Rationale	Recommendations
				Employment Specialists attending Mental Health Treatment team meetings on a weekly basis would provide an effective forum for strategizing assertive engagement and outreach mechanisms in the community with Mental Health Treatment team members.

SMHC SE Score Sheet 2018	
Staffing	**Rating 1 - 5**
1 Caseload Size	5
2 Employment Services Staff	5
3 Vocational Generalists	5
Organization	
1 Integration of Rehab w/MH Treatment through Team Assignment	5
2 Integration of Rehab w/MH Treatment through Frequent Contact	3
3 Collaboration between Employment Specialists & Vocational Rehab	5
4 Vocational Unit	5
5 Role of Employment Supervisor	4
6 Zero Exclusion Criteria	4
7 Agency Focus on Competitive Employment	2
8 Executive Team Support for SE	4
Services	
1 Work Incentive Planning	5
2 Disclosure	4
3 Ongoing, Work-based Vocational Assessment	4
4 Rapid Job Search for Competitive Employment	4
5 Individualized Job Search	4
6 Job Development- Frequent Employer Contact	1
7 Job Development- Quality of Employer Contact	1
8 Diversity of Job Types	4
9 Diversity of Employers	4
10 Competitive Jobs	4
11 Individualized Follow-along Supports	5
12 Time-unlimited Follow-along Supports	4
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Treatment Team	4
Total	100

115 – 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
74 – 99   = Fair Fidelity
73 and below   = Not Supported Employment

SMHC SE Items 2018
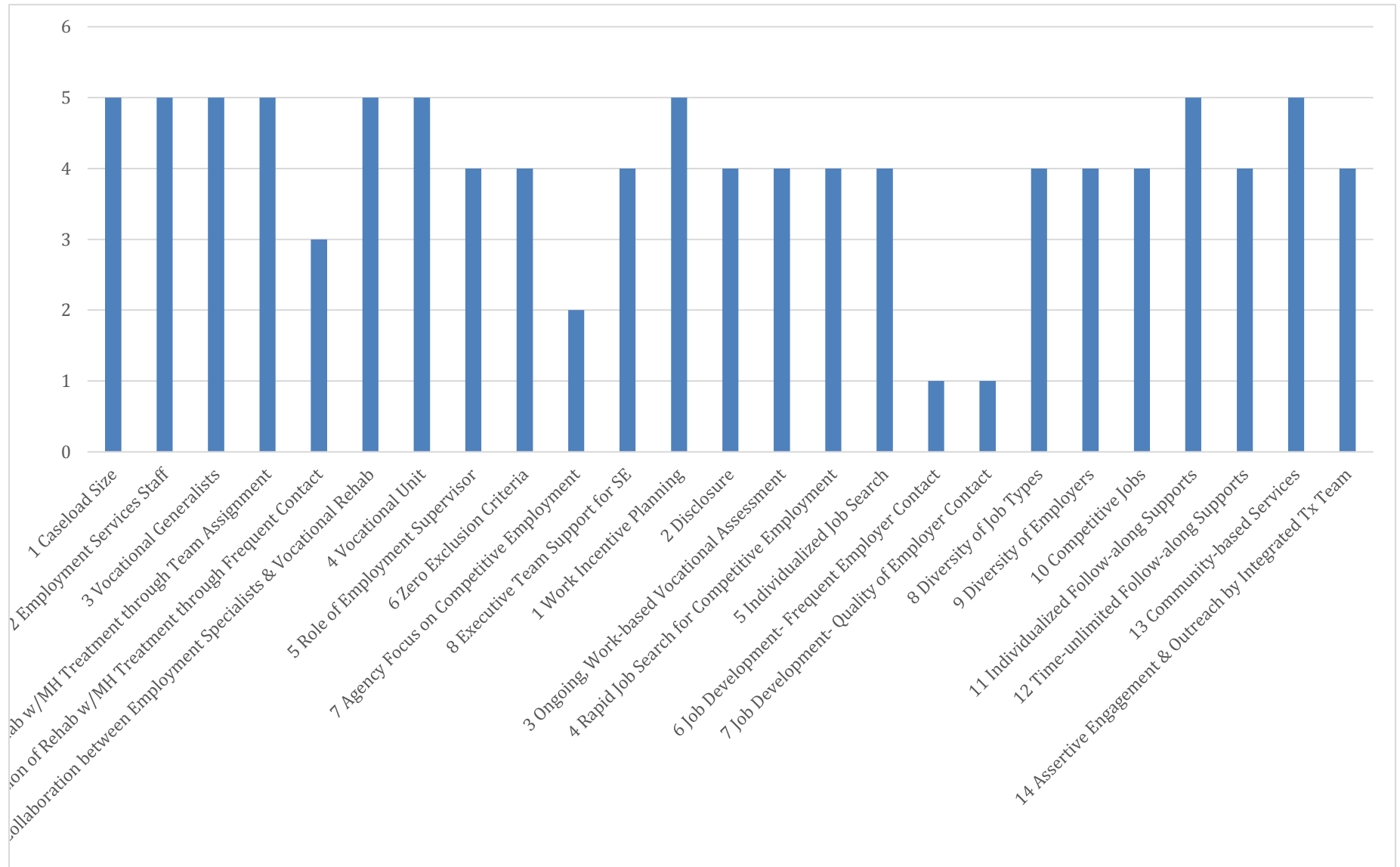
SMHC SE Score Comparison by Year	2017	2018
1. Caseload Size	4	5
2. Employment Services Staff	5	5
3. Vocational Generalists	5	5
1. Integration of Rehab w/MH Treatment through Team Assignment	5	5
2. Integration of Rehab w/MH Treatment through Frequent Contact	3	3
3. Collaboration between Employment Specialists & VR	5	5
4. Vocational Unit	4	5
5. Role of Employment Supervisor	3	4
6. Zero Exclusion Criteria	5	4
7. Agency Focus on Competitive Employment	3	2
8. Executive Team Support for SE	4	4
1. Work Incentive Planning	5	5
2. Disclosure	5	4
3. Ongoing, Work-based Vocational Assessment	5	4
4. Rapid Job Search for Competitive Employment	3	4
5. Individualized Job Search	5	4
6. Job Development- Frequent Employer Contact	3	1
7. Job Development- Quality of Employer Contact	4	1
8. Diversity of Job Types	4	4
9. Diversity of Employers	4	4
10. Competitive Jobs	5	4
11. Individualized Follow-along Supports	5	5
12. Time-unlimited Follow-along Supports	5	4
13. Community-based Services	5	5
14. Assertive Engagement & Outreach by Integrated Team	3	4
Total	107	100

SMHC SE 2017 & 2018 Item Comparison

Legend: 2017 (blue), 2018 (red)

Categories (left to right):
1. Caseload Size
2. Employment Services Staff
3. Vocational Generalists
...tion of Rehab w/MH Treatment through Team Assignment
...ation of Rehab w/MH Treatment through Frequent Contact
3. Collaboration between Employment Specialists & Vocational...
4. Vocational Unit
5. Role of Employment Supervisor
6. Zero Exclusion Criteria
7. Agency Focus on Competitive Employment
8. Executive Team Support for SE
1. Work Incentive Planning
2. Disclosure
3. Ongoing, Work-based Vocational Assessment
4. Rapid Job Search for Competitive Employment
5. Individualized Job Search
6. Job Development- Frequent Employer Contact
7. Job Development- Quality of Employer Contact
8. Diversity of Job Types
9. Diversity of Employers
10. Competitive Jobs
11. Individualized Follow-along Supports
12. Time-unlimited Follow-along Supports
13. Community-based Services
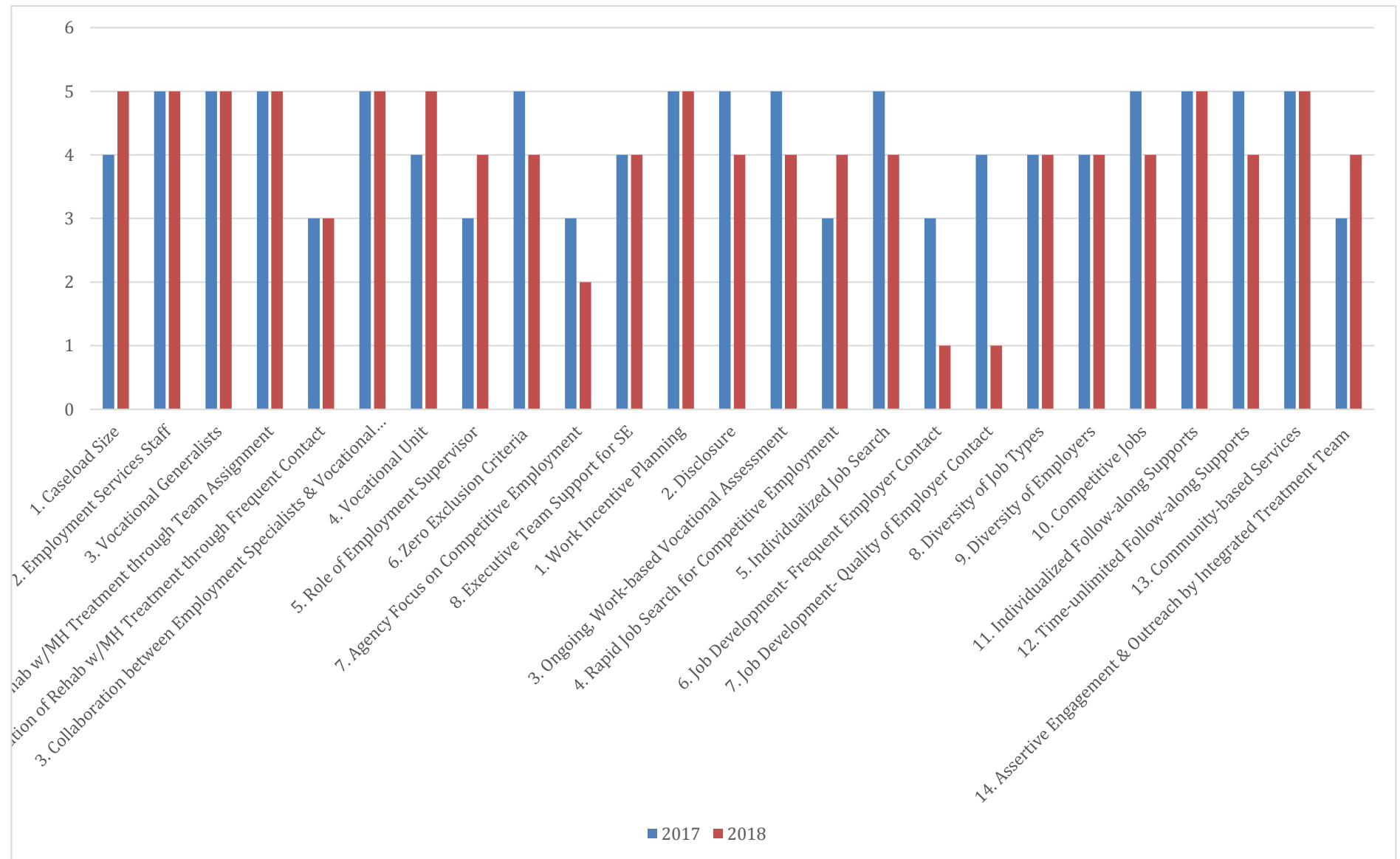14. Assertive Engagement & Outreach by Integrated Treatment Team

19

CMHC SE Quality Improvement Plan

Seacoast Mental Health Center

Date of Final SE Fidelity Report: [ ]   **Current Date:** **10/3/2018**

SECTION I

Fidelity Indicator in Need of Improvement: **Integration of Rehab w/MH Tx thru frequent contact**

Fidelity Baseline Score: 3

SECTION II

Improvement Target Score: 5

Target Completion Date: 1/1/2019

Improvement Strategies (select all that apply): | **Practice Change** | **Workforce Development** | | |

If "Other - Please describe" is chosen above, describe here:

Action Plan: Complete the chart below regarding the activities planned to achieve the improvement target. Add more rows as needed.

Action Step #	Action Step	Description of how you will "check" that your proposed improvement was made	Expected Start Date	Expected Completion Date	Position of Person Assigned to Be the Lead for the Improvement & Name
1	A SE specialist has be assigned to each team (Rachel - Portsmouth, Sue - Exeter) and will attend weekly team meetings. SE Team Leader will attend team in each office, ACT and SUD monthly.	SE Team Leader will monitor SE Specialist attendance at weekly team meetings.	11/1/2018	1/1/2019	SE Team Leader
2	SE Team Leader will assess the SE Specialists' skill level in identifying and advocating for clients not yet referred to SE.	In individual and/or team supervision, SE Team Leader will review SE Staff participation in team discussions. SE Specialists will identify barriers to participation in treatment team discussions.	11/1/2018	1/1/2019	SE Team Leader
3	Once the skill assessment has been completed, the SE Team leader will provide supervision and training to SE Specialists in any areas of need.	SE Team Leader will report staff training to EBP Steering Committee.	1/1/2019	4/1/2019	SE Team Leader
4					
5					
6					
7					
8					

CMHC SE Quality Improvement Plan

Seacoast Mental Health Center

Date of Final SE Fidelity Report: [blank]   **Current Date:** 10/3/2018

SECTION I

Fidelity Indicator in Need of Improvement: Agency Focus on Competitive Employment

Fidelity Baseline Score: 2

SECTION II

Improvement Target Score: 4

Target Completion Date: 10/31/2019

Improvement Strategies (select all that apply): Practice Change | Infrastructure Improvement |

If "Other - Please describe" is chosen above, describe here:

Action Plan: Complete the chart below regarding the activities planned to achieve the improvement target. Add more rows as needed.

Action Step #	Action Step	Description of how you will "check" that your proposed improvement was made	Expected Start Date	Expected Completion Date	Position of Person Assigned to Be the Lead for the Improvement & Name
1	Consider rebranding "Career Focus" to better connect with Supported Employment services and with clients at all stages of employment.	Bring proposals to EBP Steering committee, and discuss.	11/1/2018	4/1/2019	EBP Steering Committee
2	Client SE Ambassadors- Recruit current or past SE participants to attend team meetings to educate staff about how SE helped them to succeed.	SE Ambassadors will attend two team meetings in each office per year.	11/1/2018	10/31/2019	SE Team Leader
3	SE Team leader will meet with Agency Director quarterly to discuss employment data and program	Document meetings	11/1/2018	10/31/2019	SE Team leader/ Agency Director
4	SE Team Leader will report SE employment rate and penetration rate at QI meeting quarterly.	QI Meeting minutes	11/1/2018	10/31/2019	Team Leader
5	Add posters and brochures about SE in the main waiting room in Portsmouth, and update posters and brochures with new branding (if applicable).	Monthly checks of brochure stands to ensure adequate supply.	4/1/2019	10/31/2019	Team Leader
6					
7					
8					

CMHC SE Quality Improvement Plan

Seacoast Mental Health Center

Date of Final SE Fidelity Report: [ ]   **Current Date:** **10/3/2018**

SECTION I

Fidelity Indicator in Need of Improvement: **Job Development - Frequent Employer Contact**

Fidelity Baseline Score: 1

SECTION II

Improvement Target Score: 4

Target Completion Date:

Improvement Strategies (select all that apply)**:** **Workforce Development**   **Infrastructure Improvement**

If "Other - Please describe" is chosen above, describe here:

Action Plan: Complete the chart below regarding the activities planned to achieve the improvement target. Add more rows as needed.

Action Step #	Action Step	Description of how you will "check" that your proposed improvement was made	Expected Start Date	Expected Completion Date	Position of Person Assigned to Be the Lead for the Improvement & Name
1	Job development log will be reviewed in weekly individual supervision by SE team leader and SE specialists	SE Team Leader will report the results of the review of the job development log to EBP Steering committee	11/1/2018	on-going	SE Team Leader
2	Determine the feasibility of adding a job development contact expectation to the SE specialist's productivity expectation.	Bring proposal to agency leadership for consideration	11/1/2018	12/1/2018	SE Team leader, QI Director
3	If agreed, SE Team Leader and QI Director will work with IT staff to implement, with a go-live date of 1/1/19.	Monitor 1/1/19 date for successful go live of productivity change	12/1/2018	1/1/2019	SE Team leader, QI Director
4	Change the name of the business development log to job development contact log to reduce staff confusion.	Monitor name change, train staff on name change	11/1/2018	11/2/2018	QI Director
5					
6					
7					
8					
9					

CMHC SE Quality Improvement Plan

Seacoast Mental Health Center

Date of Final SE Fidelity Report: _____ Current Date: **10/3/2018**

SECTION I

Fidelity Indicator in Need of Improvement: **Job Development- Quality of Employer Contact**

Fidelity Baseline Score: 1

SECTION II

Improvement Target Score: 4

Target Completion Date: _____
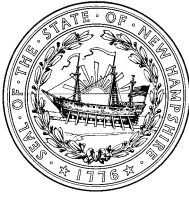
Improvement Strategies (select all that apply): | **Infrastructure Improvement** | **Workforce Development** | | |

If "Other - Please describe" is chosen above, describe here: _____

Action Plan: Complete the chart below regarding the activities planned to achieve the improvement target. Add more rows as needed.

Action Step #	Action Step	Description of how you will "check" that your proposed improvement was made	Expected Start Date	Expected Completion Date	Position of Person Assigned to Be the Lead for the Improvement & Name
1	SE team leader will provide ongoing field mentoring supervision at least quarterly with each employment specialist.	SE team leader will report field mentoring to EBP Steering committee	11/1/2018	on-going	Team leader, EBP Steering committee
2	Add 'next steps' to job development contact log.	Monitor completion of adding 'next steps' to the job development log	11/1/2018	11/2/2018	QI Director
3					
4					
5					
6					
7					
8					

STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DIVISION FOR BEHAVIORAL HEALTH

BUREAU OF MENTAL HEALTH SERVICES

105 PLEASANT STREET, CONCORD, NH 03301
603-271-5000   1-800-852-3345 Ext. 5000
Fax: 603-271-5058   TDD Access: 1-800-735-2964
www.dhhs.nh.gov

Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

October 16, 2018

Geraldine Couture, CEO
Seacoast Mental Health Center
1145 Sagamore Ave
Portsmouth, NH 03801

Dear Ms. Couture,

The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Seacoast Mental Health Center's SE Fidelity Quality Improvement Plan submitted on October 15, 2018 that was in response to the SE Fidelity Review conducted September 4, 2018 through September 5, 2018. I am happy to inform you that this QIP has been accepted. At the Department's discretion, information and documentation may be requested to monitor the implementation and progress of the quality improvement areas identified for incremental improvement.

Your quarterly progress report due dates are as follows:

- Quarter 1 Progress Report: Due January 14, 2019
- Quarter 2 Progress Report: Due April 15, 2019
- Quarter 3 Progress Report: Due July 15, 2019
- Quarter 4 Progress Report: Due October 11, 2019

Please contact Lauren Quann if you have any questions regarding this correspondence at 603-271-8376, or by e-mail: Lauren.Quann@dhhs.nh.gov.

Many thanks for your dedication to provide quality services to individuals and families in your region. We greatly look forward to our continued work together.

Sincerely,

Lauren Quann, MS
Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
603-271-8376

LAQ/laq
Enclosures:
CC: Diana Lacey, Julianne Carbin